



MEMORANDUM

TO: Interested Parties

FROM: Kenneth Campbell, President

SUBJECT: BAEO Local Operation Feasibility Packet

DATE: May 1, 2012

BAEO is pleased to learn of your interest in establishing a BAEO presence in your city, state or region. Attached is information about our organization and how we operate at the local level.

Please read the following pages and submit the completed Local Operation Feasibility Questionnaire at your earliest convenience. After BAEO's leadership team has had an opportunity to review it, I will be in touch about next steps.

Please feel free to contact me by telephone at 225.892.2125, or by email at kenneth@baeo.org if you require additional information or have questions.



What BAEO Backs

To ensure that organizational resources are effectively deployed, BAEO applies the following criteria to identify policies and programs that merit BAEO's support:

- **The program focuses on the educational needs and interests of low-income and working-class Black families.** The plan must clearly address the needs of the people BAEO was created to serve.
- **The program provides genuine freedom and ease of participation for low-income and working-class Black families.** The policies and procedures cannot be unclear or so complicated that parents have difficulty accessing the benefits, and BAEO will not support policies or programs with any significant barriers to participation for qualifying families. A feasible plan for informing parents must also be evident.
- **The plan provides adequate funding to support the creation of high-quality learning environments and extend meaningful opportunities for low-income and working-class Black families.** The amount of the per-pupil allotment should be sufficient to afford families in need a real opportunity to access existing schools or to support quality start-up schools.
- **The program or policy must support authentically innovative learning environments (not the same current ineffective institutional arrangements under a new name).** For example, some school districts see charters as a way to raise dollars, so they simply assign the charter label to an existing program although it has none of the characteristics of a true charter school. BAEO does not support such arrangements.
- **The proposal demonstrates the potential to produce measurable positive results for Black students.** There must be convincing evidence that the program or policy will increase the number of quality learning environments accessible to Black students.
- **The program or policy must balance autonomy and strict accountability to allow genuine innovation while holding innovators to the highest performance standards.** BAEO will support initiatives that give proven educators the freedom to design and implement educational programs that best meet the needs of students. Believing schools cannot be allowed to fail students without consequences, BAEO only supports arrangements that hold educators accountable for student achievement.

Engaging Black educators and school leaders in the effort to expand options for Black families is critical to meeting our students' needs and strengthening our communities. Thus, BAEO gives preference to policies and programs that encourage Black social entrepreneurship in the education realm.

BAEO's specific policy focus within a given city or state rests heavily upon the composition of the legislative, judicial, and executive branches of government, and the strength of a region's bipartisan coalition. Bipartisan support for proposed programs and policies is necessary not only to ensure passage in most cases, but also to protect promising initiatives during times of political volatility. Shifts in political leadership may influence the likelihood of creating, protecting, or expanding programs and the nature of the battle to be waged at the state and local level; and BAEO considers such factors carefully in allocating resources.

Where BAEO Works

BAEO applies the following criteria to determine which cities and states have the greatest need for protection, or the best promise of expanding existing parental choice programs or creating new ones.

The following conditions must exist:

- The number of low-income and working-class Black families represents a “critical mass,” i.e., a population sufficiently large to ensure that BAEO's involvement would have a significant impact on the educational and political landscape
- The educational achievement of Black students is below the average of the larger student population
- Low-income and working-class Black families have limited access to high-quality educational options
- BAEO has strong capacity to deliver support and/or deploy a base of Black supporters, specifically
 - There exists a strong viable chapter and/or a cadre of activists capable of executing tactics to support a strategic plan
 - BAEO board members and/or staff can be deployed to connect with potential supporters, decision-makers, and opinion-shapers in the city or state
- BAEO can align our work with that of our allies by establishing an effective coalition with the following characteristics:
 - Philosophical unity to guide the work and the strategy and tactics needed to protect and/or expand existing programs or develop new ones
 - Clearly defined roles and responsibilities for BAEO and other coalition members
 - Clear and accepted accountability measures

How to Launch a Local BAEO Operation

BAEO carries out the work of the organization in cities and states across the country through our local advocacy sites, mobilization sites, and chapters. A brief description of each of these operational arrangements follows. Individuals or groups seeking to establish a local BAEO operation in their area should review the three organizational options and determine the arrangement most appropriate for their area.

Type of Site	Primary Activities	Operational/Funding Status
<p>Advocacy Site (Mississippi, Alabama, Kentucky, Cleveland, Connecticut, District of Columbia, Missouri)</p>	<p>BAEO Advocacy Sites are typically located in communities where parents have few (if any) educational options available to them. BAEO team members are typically involved in efforts to inform and educate various sectors of the community about one or more of the options and to lead the effort to bring one of more new options to the state or community.</p> <p>Advocacy sites may also be located in communities with active parental choice efforts, but where there has been little organized Black support for those efforts.</p>	<ul style="list-style-type: none"> • Legally part of BAEO and reports through BAEO National Advocacy Director • All employees are employees of BAEO • May include full-time and/or part-time employees • Funding provided through national grants to BAEO or through local funding
<p>Mobilization Site (Louisiana, Ohio)</p>	<p>BAEO mobilization sites are typically located in communities where there is an active parental choice effort underway and where BAEO team members have some direct responsibility for helping children from low-income and working-class families take advantage of the options.</p> <p>In addition to mobilization activities, Mobilization sites also perform the functions of Advocacy sites.</p>	<ul style="list-style-type: none"> • Legally part of BAEO and reports through BAEO National Advocacy Director • All employees are employees of BAEO • Full-time employees (may be augmented by part-time staff) • Funding provided through national grants to BAEO and may be augmented by local funding
<p>Chapter (Milwaukee, Philadelphia)</p>	<p>BAEO approves the creation of chapters in communities where very robust parental choice efforts exist and where Black people have been heavily involved in the creation and sustainment of those programs.</p>	<ul style="list-style-type: none"> • Operates as a separate legal entity, with a separate 501(c)3, and independent board • Chapter agreement with BAEO establishes the parameters of the relationship between National BAEO and the chapter • Establishes its own staffing structure • Must be able to raise 100% of core operational funding



Local Operation Feasibility Questionnaire

To apply for consideration as a new BAEO advocacy site, mobilization site, or chapter, please complete the following questionnaire and submit by mail to Kenneth Campbell, President, BAEO, 888 16th Street, NW, Suite 800, Washington, DC, 20006; or send electronically to kenneth@baeo.org. **Applicants who wish to establish a chapter must respond to the “Chapter Supplement” questions.**

Demographic Information

1. What geographic area would the proposed BAEO effort service?
2. What is the primary reason a BAEO effort would be beneficial to the community?
3. What is the Black population for this community?
4. Which of BAEO’s three operational arrangements (advocacy site, mobilization site, chapter) do you feel is most appropriate for the target geographic area and why?

Organizational/Governance Information

1. What is the most significant issue affecting education reform or parental choice within your community?
2. What parental choice options are currently available within your community?
3. Which parental choice option or options would the local BAEO effort seek to enact, protect, strengthen, or expand and what parental choice regulatory/policy initiatives would be priorities during the first 18 months?
4. What strategies would you potentially use in this work?
5. Provide a brief description of the legislative environment in the state/local community as it relates to education reform issues and parental choice and provide an analysis of how the local BAEO effort would be effective in that environment.
6. What other organizations/entities would be potential coalition partners in this work? Describe how the coalition might work together to advance parental choice?
7. Chapter Applicant Supplement: Provide the names and a brief description of at least seven BAEO members who would serve on the Board of the proposed chapter.

8. Chapter Applicant Supplement: For local BAEO advocacy or mobilization sites applying for chapter status, please provide a brief summary of your program goals, objectives, activities, and key accomplishments for the past 24 months.
9. Chapter Applicant Supplement: For local BAEO advocacy or mobilization sites applying for chapter status, please provide information on what advantages chapter status would provide as compared to the current operational status and information on what new challenges you expect to encounter as a stand-alone chapter.
10. Chapter Applicant Supplement: For local BAEO advocacy or mobilization sites wishing to apply for chapter status, please provide a list of key milestones and a timeline for executing the conversion to chapter status.

Operations and Finance

1. Provide potential sources of funding for the local BAEO operation, and describe in detail any efforts to date to secure funding commitments. Include anticipated funding levels from each potential funding source.
2. Provide a proposed annual operating budget for the local BAEO operation with assumptions.
3. Provide a proposed staffing structure for the local operation (may include full- and/or part-time employees)
4. Chapter Applicant Supplement: Provide evidence of at least 18 months of general operating resources at the anticipated budget level. Evidence should be in the form of commitment letters or funding already received.
5. Chapter Applicant Supplement: For local BAEO advocacy or mobilization sites wishing to apply for chapter status, please provide historical funding for your efforts for the past three years and sources of those funds.
6. Chapter Applicant Supplement: For local BAEO advocacy or mobilization sites wishing to apply for chapter status, please describe a plan for independently managing human resources, finance and accounting, technology, etc.